

VOICES of EVERETT

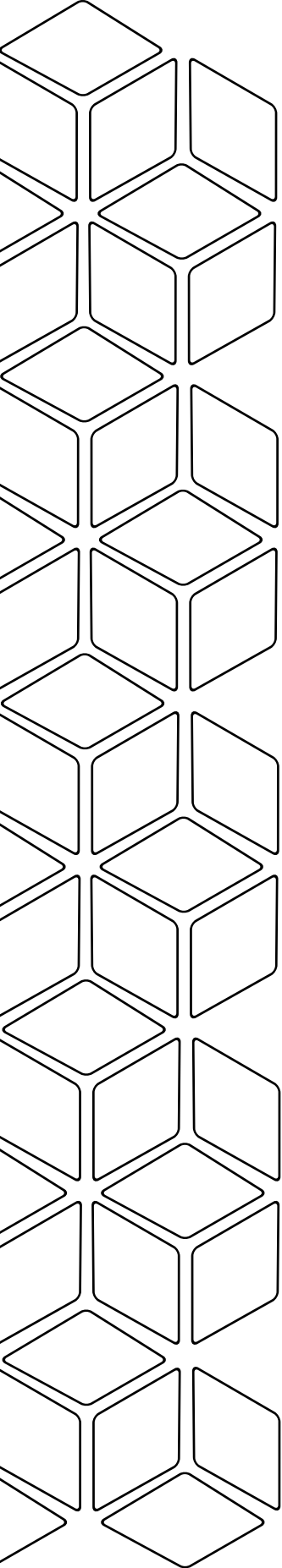
Community Outreach Report
by Gregerson Consulting
May 2022





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Executive Summary

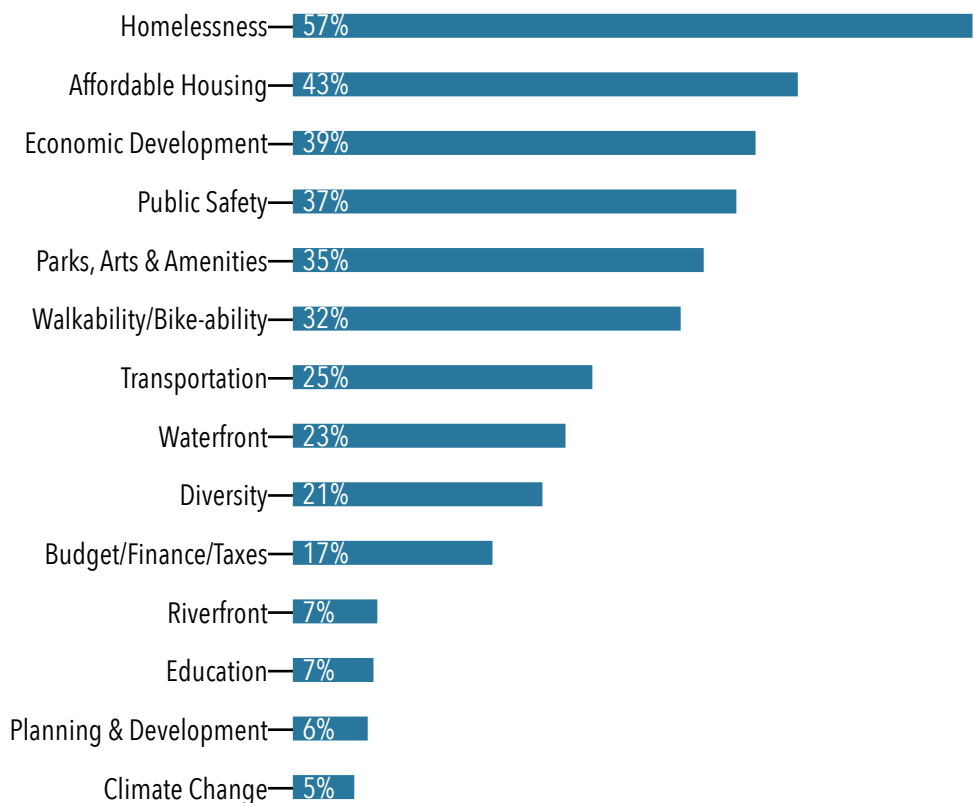
Overall, this Community Outreach Report confirmed existing city plans and priorities. Individual perceptions of the community reinforce a shared vision of a strong city with potential and a small-town feel. Residents, nonprofit leaders and business owners believe in the possibility of Everett, and hope for improved quality of life, including public safety, housing options, clean streets, investment in parks and recreation, walking and biking.

Actions from the [Mayoral Directives](#), [Metro Everett Subarea Plan](#), the [Parks, Recreation, and Open Space Plan](#), the [Climate Action Plan](#), [Rethink Transit](#), [Rethink Zoning](#) and [Rethink Housing](#) are all reflected through the voices shared in this report. This represents an opportunity to assess whether past actions have been achieved, which actions might require refinement, and which require a renewed focus and prioritization.

Top Issues Raised

The chart below references the percent of participants who raised these issues. All participants discussed multiple issues, anywhere from 3-10 topics each.

Housing issues were at the forefront of nearly two thirds of participants, from market rate housing issues to homelessness. Everett's economy was also top of mind, at a city-wide scale as well as for quality of life reasons, as residents considered Everett's various business and shopping areas. Interviewees with concerns about public safety generally felt very positively about the Everett Police Department, but had concerns about the resources available to tackle the crimes that touched residents' lives the most.











Process

This Community Outreach Report consisted of individual one-on-one thirty minute interviews, some small group online discussions. Interviews were conducted from mid January through late April. These interviews were conducted in an empathy-interview style. Verbatim notes were taken and participants were encouraged to share thoughts freely, telling their own stories and experiences in the community. An empathy interview uses a human-centered approach to understand the feelings and experiences of others. Open-ended questions and active listening allowed participants to speak openly and deeply. During the interviews, short, broad questions were asked that invited feedback on what is going well in Everett, along with challenges, concerns and issues.

A list of participants was generated from several sources. Sources included:

-  City Board and Commission members including past applicants
-  Outreach lists used by other departments, including Planning, Parks, and Everett Transit
-  Outreach lists used by Community Transit
-  Neighborhood association leaders and members
-  Participants from past initiatives, such as the Community Streets Initiative
-  Individual contacts shared by participants, Mayor Franklin and other city staff

Efforts were made to ensure a diverse pool of participants were reached, including geographic, age, employment and ethnic diversity. A total of 251 participants were interviewed.

Priority Recommendations



Housing

Ensure the [Housing Action Plan](#) is implemented to expand diversity of housing choices and homeownership options.

Be open to growth and support responsible housing development.

Revamp public facing information related to ADU development or other housing opportunities to aid homeowners and non-professionals to better understand options. Linked to that effort, implement Housing Action Plan Action 5.1, promote ADU development through revisions to the Code and process improvements.



Homelessness

Continue to support pallet housing program expansion and development. Report out on metrics of success.

Implement [Housing Action Plan](#) Action 5.7: coordinate with community partners for a comprehensive and sustainable program to support those in the community who are unsheltered.

Expand volunteer park clean-up opportunities including neighborhood or community "friends" groups, with support and guidance from parks staff.



Economic Development

Continue to support economic development initiatives. Ensure all elected officials are up to date on the city's economic development vision.

Move forward with the [Metro Everett Plan](#) Action LU-10: The city should either enforce or amend existing codes that require the maintenance of existing buildings and minimize the impact of vacant street-level commercial space.

Drive economic prosperity for core industries - aerospace and advanced manufacturing and healthcare – while also recruiting new sectors to invest, especially in south Everett.

Continue greening the economy and attract more clean energy and green tech companies to establish Everett as a world-leader in fusion, fission, electric aviation and robotics.



Redevelopment Opportunities

Continue to implement community-focused planning for future transit nodes. Work with nonprofit leaders to involve underrepresented communities in conversations and planning.

Move forward with the [Metro Everett Plan](#) Actions LU-11 and 12, which support redevelopment of underutilized spaces. Connect this vision to the Everett Mall commercial areas as well.

Measure success in implementing [Mayoral Directive 2018-02](#), Initiative 5: develop strategic plans for business growth and expansion for key corridors/districts, including Broadway/College District, Paine Field, Evergreen Way, the Everett Mall and Metro Everett.



Permitting and Development

Invest in planning and permitting staffing to improve service levels.

Assess communications to support redevelopment for homeowners seeking to develop their properties.



Traffic Safety, Walkability, Bike-ability

Create a [Traffic Calming Policy](#) to provide a process for residents interested in reducing traffic speeds and improving safety.

Expand communications regarding street maintenance. Many residents were not aware of the process to submit requests for potholes or other needed street repairs.

Implement [Housing Action Plan](#) Action M.4, revise planning for pedestrian and cycling infrastructure to support development in targeted areas.



Parks and Community Amenities

Implement the [Parks, Recreation and Open Space Plan](#) Action Plan: Implement Action B.5: Seek additional funding for parks maintenance and operations. Implement Action B.7 from the PROS Plan: Expand volunteer park clean-up opportunities including neighborhood or community "friends" groups, with support and guidance from parks staff. Implement Action D.1, complete development of master plans for trail development along significant corridors and seek to eliminate trail gaps.



Finance and Budget

Re-evaluate actions taken after [Mayoral Directive 2018-01, Budget Deficit](#). After focusing primarily on budget reductions, consider other financially sustainable policies, including those recommended in the [Fiscal Sustainability Advisory Committee Report](#).

Expand communications regarding city finances and budget. Ensure grants are celebrated in context of budget constraints. Highlight the wish list of what could be possible.



Casino Road Neighborhood

Assess the [2018-01 Mayoral Directive on youth, gun violence and gang reduction initiatives](#). Re-evaluate gang enforcement and suppression strategies enacted since 2018 and consider changes to existing resources.

Implement [Housing Action Plan](#) recommendation 4.1, Institute protections for tenants to reduce displacement, and 4.3, coordinate direct financial assistance to tenants and homeowners.



Diversity

Incorporate One Everett and city values into the city website, documenting actions that the City has taken related to diversity, in particular. These updates can be targeted both for residents, businesses and visitors.

Reinvigorate [Mayoral directive 2020-02: Building unity, addressing racism and promoting equity for all](#).



Public Safety

Re-assess [Mayoral Directive 2018-01, youth, gun violence and gang reduction initiative](#), and consider a renewed focus on some elements to respond to south Everett concerns.

Continue to assess establishment of a regional fire service option.



Climate Change and Environment

Continue to implement the City's [Climate Action Plan](#), including actions such as creating a management and reporting system for key climate action plan metrics. Empower the City climate/ sustainability coordinator to support plan monitoring and implementation.

Implement the [Parks, Recreation and Open Space Plan](#) Action Plan: Implement Action F.1, develop a city-wide cross departmental Urban Forest Management Plan, as well as F.2, set a city-wide tree canopy goal, and F.3, update the tree policy to reflect best practices.



Communications

Continue to focus on Facebook and Herald as primary news sources for the community, in addition to keeping the city website up to date and using city email lists. Create a "connect with us" portal to make the email sign-ups more obvious and accessible on the site.

If budget allows, consider developing a mailed newsletter to more broadly reach residents.

Expand communications regarding city finances and budget. Ensure grants are celebrated in context of budget constraints. Highlight the wish list of what could be possible.

Expand communications regarding street maintenance. Many residents were not aware of the process to submit requests for potholes or other needed street repairs.

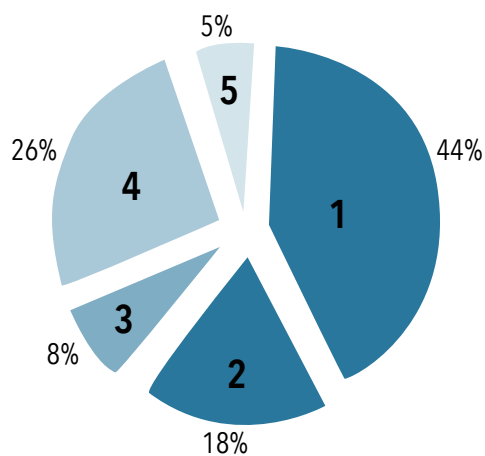
Incorporate One Everett and city values into the city website, documenting actions that the City has taken related to diversity, in particular. These updates can be targeted both for residents, businesses and visitors.

Overall Findings

Profiles of Interviewees

Interview participants came from neighborhoods throughout the community, operated businesses in various business districts and led nonprofits in many areas. Ages ranged from early 80's to Everett Community College and Youth Advisory Council members. Nonprofits serving residents of all ages were reached, along with business and labor leaders. Participants were weighted towards those who had reached out to the city in the past or were members of boards, commissions or associations, though others were also reached outside of this core group.

Interviewee Home District



Key Themes

Positivity

Overwhelmingly, participants had positive feelings about the City and community of Everett. A young business owner stated, "I unapologetically and unironically love Everett." One Bayside resident noted, "Everett has everything you need, without the added stress of bigger cities." Interviewees cited the access to cultural amenities, sports activities, excellent parks system, lack of traffic on city streets and safe streets (with exceptions in some neighborhoods). A Northwest resident noted, "It's a hidden gem: we have views of the Olympics, of the Cascades and the Puget Sound. It's just super special." One 11-year-old Delta resident shared, "I love living in Everett so much, I wouldn't want to live in any other city even if it was made of sugar free candy!"

These feelings were usually paired with a pride about the potential of Everett.

After noting the challenges facing the community's future, one education leader declared, "If there is any city that had an opportunity to meet those challenges, I think it's Everett." A Riverside resident described his appreciation for the historic Milltown image of the city: "Everett is the City with a chip on its shoulder that's getting it done." A Forest Park resident described Everett as somewhat of a secret, "if you know, you know, and if you don't, that's okay with us, you don't have to live here!" A business owner shared that he

believes "there is still a glimmer of the American Dream here." A faith leader agreed, "Everett is a community with a lot of promise. It has been fun to watch the community develop with different businesses, restaurants, seeing Funko open up, seeing the arts and entertainment being celebrated and championed."

Some also expressed fear that Everett's potential faced continued risks of not coming to fruition. A nonprofit executive and business owner shared, "We need to be a city. My fear is that we won't realize our potential." Residents in the Delta neighborhood felt a strong frustration. One Delta resident described this frustration as, "It's like one step forward and three quarters of a step back. It feels like there are big promises and dreams and then they just get stalled." She continued, "Seeing the same visions and dreams and promises from 15 years ago... You start to get a little jaded."

A Northwest resident who shared her appreciation for all that Everett has to offer also shared a desire for improvements at the City gateways: "it's hard to get people into Everett through the front door because the front door doesn't look nice." Many cited the Pacific Avenue I5 exit as a problematic entryway to the City.

"If there is any city that had an opportunity meet those challenges, I think it's Everett."

-Education Leader



Small Town Feel

Many participants expressed appreciation for the small-town feel of Everett, including the ability to get involved, meet neighbors and business owners, and be part of the community. One Bayside resident shared: “if you want to be involved you can be. The door is open, you just have to walk through it.” A Northwest resident said she likes, “the small town feel, friendliness, warmth.” A business owner in South Everett appreciated the chance to step up and contribute to the city, “the City has a responsibility, but there is a responsibility for us, too. Business owners, residents, we need to grab a broom also,” to support the community and quality of life.

A neighboring Northwest resident agreed, as she described her decision while house hunting. “All it took was me driving up, on Marine View Drive, Alverson, passing Legion, and I thought, this is where we belong. I wanted my daughter to be part of a community.”

Many residents expressed support for neighborhood associations as ways to build community and remain engaged and informed. Some neighborhood leaders expressed disappointment with the reductions in funding, including some with very intense negative feelings.

Many mentioned the ability to have police officers and other representatives from the City visit these neighborhood meetings. “It’s important to keep an open door policy with the police and the neighborhoods,” a Forest Park resident noted.

Support for neighborhood identity and the ability to connect with neighbors was cited by many. Neighborhood associations seemed to support the small town feel described by many as a positive feature of Everett’s identity.

Housing

Housing is an issue that nearly all participants raised as a concern, with a variety of nuances to the topic.

Some identified the challenges of limited housing choice and affordability: A Northwest resident with a young family said, "I bought my house 5 years ago and I couldn't afford this house right now. I wouldn't buy this house right now for this amount of money, it's insane!"

Residents who are invested in their community and friends shared stories of the impact of a lack of housing options. A Riverside resident and senior shared her feelings: "I feel kind of stuck... I really like living here, but it is getting less affordable. I've thought a lot about selling my house and buying one that is more senior friendly, all on one floor, but there's just not a lot like that in this part of town."

A Silver Lake area homeowner concurred, noting that since 2013, "our property value has tripled. Which is... I don't know if it's necessarily a good thing, because I feel like we're kind of stuck in the place we are in."

In Bayside, one young couple who were renting their apartment noted that home ownership was really out of reach for them. "My partner and I make way more money than we've ever made before, but it's much harder to get housing. We don't have kids, and we are full time professional white collar workers. The odds of us ever being able to afford a home, are very very slim. We make a combined \$140k, in another state we would be ballers. The lack of options is almost surreal."

A resident of South Forest Park noted, "I wonder if we belong here. I think that is the reality of middle class people in the Pacific Northwest: where would we go? We are priced out no matter what."

Many participants noted the importance of home ownership, and expressed more support for increased housing density if they could provide more options for purchase. A Bayside resident noted the need for housing at all price points and in all locations: "we've got to have different levels of housing, in different parts of the city; and so that ownership can be in reach. For so many people, home ownership is the way to wealth generation." A View Ridge resident expressed support "not just for affordable housing in terms of rentals and density, but affordable starter homes for ownership."

A business owner in the Casino Road area shared concerns about housing costs. After resolving some of his financial problems a few years ago, he explained that he had "finally found an apartment for \$1000 a month. Then it goes up 10% ever year. I have a house now, and the mortgage is almost the same for a nice house in North Everett. Apartment owners don't give people a chance to grow. They kill you every year with rent increases."

Another Casino Road nonprofit leader shared the same concerns: "Economic displacement is already happening. My understanding is that someone with the city thinks that gentrification is a good thing. This is not the first time that I have heard that. The word is out there: It seems like gentrification is the solution, that the city thinks that is a good idea. People already are being displaced because developers from out of state and buying up apt complexes because they know that at some point the light rail will come here."

A Bayside resident described the impact of housing affordability on his family's network: "We have friends who have little kids, and it's really a shame to see those folks who have had to leave. There are families who have been here for generations who have to leave."

"I feel kind of stuck... I really like living here, but it is getting less affordable."

-Riverside resident, senior

He shared support for mixed-density housing and appreciation for the variety in his neighborhood. He caveated that, noting, "I do know that north of 19th, multifamily housing gets a lot less popular real quick."

A Northwest resident tied housing diversity to the power of the community's diversity: "I like the diversity and grittiness of Everett. Three blocks away, I'm in multifamily, two blocks away there are gorgeous view homes, and affordable homes. I'd like to figure out how the city can do more of that. I don't want the enclaves being so restricted and exclusive. I'd love to see them more inclusive."

A Forest Park resident noted the need for more housing, but also concerns about changing the current growth patterns of his neighborhood. "We don't want to destroy the neighborhoods with a bunch of apartments. My property is zoned R2, so it could be a duplex, that's not so bad. But it's an acre lot, so I could put a 4plex or a small apartment complex, or two neighbors combine, I'm seeing more of that," he noted that anything other than a duplex felt to him like a negative impact in his neighborhood.

A Glacier View resident and, due to a lack of multifamily options, new single-family home owner said, "One of the things people miss when they fight multifamily, is that it means more families." He expressed a sense of loss for the amount of young kids for his daughter to bond and play with in their former Lynnwood multifamily neighborhood. This became particularly important during the pandemic and throughout school closures.

Many people also shared frustration with the result of the Housing Hope/Everett School District proposed project in the Port Gardner neighborhood. A Twin Creeks resident shared, "I know that can be a negative effect on property values, but if you make the folks that put in take good care of it, it can be good. It's a new amenity, taking care

of people who are less fortunate than you."

One education leader shared that the anger from the result stayed with them for a very long time. A nonprofit leader said, "We have over 1000 homeless children in the city of Everett. And that project was probably going to house 30 or 40 homeless school children. And the city couldn't get to a point where that project could get off the ground (...) because of a small group of very vocal opponents." He continued, "to have a homeless child have to deal with homelessness and education at the same time is a tragedy that can be dealt with. But there needs to be a vision for that. I wish there were." Another Forest Park resident noted that it was an ideal location to serve these students and families with access to schools and transit, "It made a lot of sense to me, I know there was a lot of neighborhood opposition, but I think there always will be to those kind of projects."

These sentiments were shared widely amongst other individuals interviewed. This demonstrates the possible community-wide support that exists for similar projects in the future, as the city works to alleviate homelessness and grow housing options.

Housing Recommended Actions:

- *Ensure the [Housing Action Plan](#) is implemented to expand diversity of housing choices and homeownership options.*
- *Be open to growth and support responsible housing development.*
- *Revamp public facing information related to ADU development or other housing opportunities to aid homeowners and non-professionals to better understand options. Linked to that effort, implement [Housing Action Plan Action 5.1](#), promote ADU development through revisions to the Code and process improvements.*

"Apartment owners don't give people a chance to grow. They kill you every year with rent increases."

-Casino Road business owner

Homelessness

Homelessness was an issue addressed by nearly all participants, most who noted the complexity of the issue and the difficulty in finding solutions.

Many felt pleased with the City's efforts to date. As one small business owner said, "We're on the right track and I've been really happy. I've been really proud of the community and the Mayor's administration, and what they've done about homelessness." In identifying the complexity of the challenge, a Harborview resident who appreciated the city's efforts noted, "you can manage, but not end homelessness."

People throughout the city expressed appreciation and support for pallet housing, and an interest in expansion to other areas. Many in south Everett were interested in seeing similar solutions in place in their neighborhoods. A downtown resident noted the good example that Everett has set for the region, she noted, the City is "demonstrating leadership in these arenas. Other cities are watching and want to duplicate these efforts. That helps alleviate the burden of having everything in Everett."

Some also highlighted specific instances where the City's COET team and human services staff were helpful. One nonprofit leader shared a story of a single tent encampment on a downtown sidewalk that soon grew into ten tents. Due to the ample sidewalk width, the police were unable to clear the area. Community Development staff was able to coordinate with police and other city staff to resolve the issue. This organization was very grateful, as they felt it had impacted their reputation and that there was a sense they were enabling and supporting the encampment while it was there.

Residents in the Casino Road area shared frustration that they feel they cannot use parks or allow their kids to use parks without supervision due to impacts from substance abuse and homelessness. They find trash and syringes in their parks. A long-time Casino Road resident shared, "my concern is the trash on the streets. You just go down the street and you can see trash everywhere. We cannot live

"We're on the right track and I've been really happy. I've been really proud of the community and the Mayor's administration, and what they've done about homelessness." -Small Business Owner



in filth. I know our taxes go up, and they are not being spent to take care of the trash situation on the street."

Business owners also expressed concerns with perceived safety issues from visible homelessness. One business owner said, "there are places I won't walk, I will only go by car. In the city's downtown parking garage, we have women who won't park above the ground floor because they won't go in the stairwells... Many others feel as I do, that they are not safe downtown."

A resident shared, "I don't want [homeless individuals outside our house]. Because they pee in a bottle in their car and leave it on the sidewalk, I've had that happen."

A Northwest resident shared that she often feels like she is "living in a war zone." She explained, "Just to get down Broadway, you have to pass people going to the bathroom on the streets, taking their clothes off. That's very stressful to me. That's not good for mental health for average citizens, to be faced with that every day."

"[Homelessness] makes me sad, and uncomfortable and angry. Angry that more is not done, and at the same time, angry about the crime that comes with it." -Northwest resident



A resident of South Forest Park felt similarly. "We live right off of the green space, and in the summer, the transient population is a struggle for us. People will be in our yard, at our front door, trying to camp along our backyard. Last week, my husband was trying to put our baby down, and there was someone banging on the door with a backpack. He just wanted a cup of water, and, I get it man, but we have lives here, we're trying to put our baby to sleep."


A neighbor in the same area noted the impact of homeless individuals in Forest Park: "I find it to be such a tragedy for such a beautiful space like Forest Park to have needles and garbage everywhere."

One Bayside resident expressed concerns about the population of unhoused people, "Everett has become the place that other cities want to bring their homeless folks, and folks just out of jail and recovery." She shared concerns about the proposed hotel conversion that Snohomish County is working on with American Rescue Plan funding. She was dismayed at "the amount of money that we're spending on the homeless crisis. I feel it's important, but there is a lot of money going out and I'm not sure of the measurement that we're using to gauge progress. It feels like it's just getting bigger, not better."

A Northwest resident shared a story about a woman in her 50's living in her car in front of their home. She said, "I feel very sorry for her and for the families that I see sleeping in cars. I want to offer a cup of coffee and resources(...) Something needs to be done, we need to find solutions."

Another Northwest resident said, "What actually is kind of embarrassing, is the amount of crime and homelessness that I see. It makes me sad, and uncomfortable and angry. Angry that more is not done, and at the same time, angry about the crime that comes with it." She shared a story about the source of some of those feelings. A few years ago, "I was walking down the 1600 block of Grand. On the east side of the street, there was a homeless guy, with a sleeping bag in the park. He looked at me, I could feel it from across the street. He stood up, pointed at me and yelled something at me like how I was gonna die. Honestly, I was thinking, do I want to stay in a place with so many people who are mentally ill or on drugs? I don't know where I would go. I bought this house and have spent a small fortune fixing it up. I really would like to say, but that kind of stuff makes me second guess."

"I'm not sure of the measurement that we're using to gauge progress [on homelessness]. It feels like it's just getting bigger, not better."
-Bayside Resident



In Bayside, one resident noted, “we have a next door neighbor who is unhoused, it’s his parents who live there. He has mental health issues, and the police are there every other week over the last 5 years. There aren’t mental health resources for him because he has a criminal record.” Nonprofit leaders who provide services shared this concern, noting that wrap around services and additional emergent mental health care are needed. Even in establishing housing facilities, there was a desire for services and support on additional days, to help improve current service levels for their populations.

Opinions diverged on the impacts and benefits of the No Sit-No Lie ordinance. Those in the immediate impacted area were appreciative. In other neighborhoods, there was a sense that the ordinance did not solve issues, but just moved them out. An education leader in the North Broadway area said, “no sit no lie was a bad policy, it just moved issues elsewhere.”

A Delta resident agreed, “One of the biggest problems with it is you’re telling people not to stay in the industrial area, so where are they moving to? They’re not going to shelters, we don’t have enough for them, so they’re moving to my neighborhood and other neighborhoods. That doesn’t really make sense.”

Another resident shared, “my concern when that went through is that you are starting to criminalize homelessness and that doesn’t solve the problem. I get that we are wanting to keep things safe and clean. But, anytime you are criminalizing folks who are vulnerable, you are stacking the barriers for them to get back to a level of stability. I was not proud of our city that day.”

Some participants expressed dismay that it appears Everett shoulders more of the burden in addressing homelessness than other cities. However, a nonprofit leader shared, “the reality is that any county seat that has the most significant population is going to bear the greatest burden of dealing with the homelessness and poverty issues. It comes with the territory.” Many residents were frustrated with this burden.

The impacts related to homelessness are real, and the emotions are strong. Interviewees generally supported continued investment in systemic solutions. Frustrations for some have boiled over and result in anger as well as skepticism about any efforts. Most noted that they don’t know what the solutions are or what to recommend. They are seeking leadership from the city to continue to make progress on this crisis.

Homelessness Recommended Actions:

- *Continue to support pallet housing program expansion and development. Report out on metrics of success.*
- *Implement Housing Action Plan Action 5.7: coordinate with community partners for a comprehensive and sustainable program to support those in the community who are unsheltered.*
- *Expand volunteer park clean-up opportunities including neighborhood or community “friends” groups, with support and guidance from parks staff.*

Economic Development

Many residents and business owners did not seem to have a clear sense of the economic development vision for the city. One business owner felt city staff, administration and the Council are not clearly aligned.

Several business owners expressed interest in development of a local Chamber of Commerce. One young business owner said, "There's a hole that's been left with the Chamber going to the Economic Alliance." He described the need for local networking and advocacy citywide. The Downtown Everett Association provides some of this focused support, but only covers a specific area.









One downtown business owner shared support for more diverse business options in Everett, "the comparison with Edmonds comes up a lot. [When you visit Edmonds], you don't need an agenda, there are cool places one after another. With Everett we have this really nice downtown grid that's easy to navigate, but it's also too large for what we have. You have to have your own roadmap to find the cool places."

Another economic development professional noted this same challenge: "There are a lot of pockets of businesses, maybe four in a block that creates a little synergy, and then in the next block, it's just all vacant or offices or banks. We have a mishmash of uses." They shared a desire to have a more cohesive network with connections between businesses. They continued, "There are quite a lot of offices at ground floor. Maybe that's a trade off, because would they just be vacant otherwise? And, perhaps that changes over time as the downtown becomes more successful with more restaurant, retail, and those spaces become more expensive and it makes more sense for the [offices] to go upstairs."

A Northwest resident shared a desire for more restaurants and breweries, to create more destinations for younger people to visit.

Another downtown business noted the vibrant arts identity that exists already, along with an opportunity for the City to support it. "It's an artsy community but there is no connective tissue between these art communities [Schack Art Center, Everett Improv, Black Lab Gallery, individual artists, Funko]. They already exist, don't need to be built, just connected." They also mentioned potential partnerships with art schools or student communities as other opportunities to expand.

Several participants shared ideas for downtown business growth and ways to build foot traffic, including:

-  We-work spaces
-  Pet store
-  Bookstore
-  Specialty cookie store
-  Ice cream store
-  Galleries
-  Clothing stores
-  Bar-cade

An economic development professional noted that, "It's important to help the non-Everett communities realize the benefit of a strong Everett economically. Realizing that a strong county seat/core community benefits the overall business community."

One business owner expressed that they felt too many impacts from homelessness and crime in downtown to be interested in expan-

"I love that there are a lot of independent business owners here, so I know when I go spend my money, 80 cents are staying in my neighborhood."

-Bayside resident

sion. "That is the biggest problem for business today, business owners are quite fed up with what they see as a policy problem and a lack of action from the city to solve these issues." Another downtown business owner agreed, "Lately the trajectory of just crime and drug activity has really been a deterrent." She shared a new reluctance to consider business expansion because of these increasing impacts.

Another business owner identified housing costs as one of the biggest threats to his business: "Housing prices have way outstripped income, so displacement is what happens. It's not anything that Everett itself is doing; these are regional economic realities when you have high value jobs from tech companies. That's easily the biggest threat to my business."

Economic Development Recommended Actions:

- *Continue to support economic development initiatives. Ensure all elected officials are up to date on the city's economic development vision.*
- *Move forward with the Metro Everett Plan Action LU-10: The city should either enforce or amend existing codes that require the maintenance of existing buildings and minimize the impact of vacant street-level commercial space.*
- *Drive economic prosperity for core industries - aerospace and advanced manufacturing and healthcare - while also recruiting new sectors to invest, especially in south Everett.*
- *Continue greening the economy and attract more clean energy and green tech companies to establish Everett as a world-leader in fusion, fission, electric aviation and robotics.*

Redevelopment Opportunities

Many residents identified key commercial areas and potential for improvement. As they described the possibility and vibrancy of Everett, their vision often centered around a new energy for these distinct areas.

A resident of the Delta neighborhood noted the importance of redevelopment along Broadway, along with the impacts of crime and public safety concerns. He said, “We have nuisance properties on Broadway that shouldn’t be there at all. Let’s build something new there, that’s walkable and nice. It’s kind of sad, we don’t walk the half mile to a restaurant on Broadway. We just go out of town or go to South Everett to access those things when they could be close by.”

Silver Lake area residents spoke about their use of the Everett Mall commercial areas, and a desire to see new uses or redevelopment there. “Everett Mall does have a lot of things available(...). It feels like it could be a second hub or a center of the city,” one resident commented. Some noted that they look to communities to the south and east for amenities, rather than thinking first of north Everett for shopping and entertainment options. Other residents noted that Everett Mall seems very under used, though it sits very near the center of the City and has a lot of potential. Some residents also cited the opportunity for additional housing to address housing affordability challenges and bring more customers to the Mall. They

recognized that the Mall is a private business but hoped for a new energy at the Mall.

Another resident of the Westmont/Holly area noted that there are differences in amenities between North and South Everett: “sometimes, it feels like you’re living in two very different places. There are some very beautiful well-maintained parks the further north you go, and not as much south.” Another neighboring Holly resident agreed, “I feel like everything is geared towards North Everett. It feels like a different city. The city doesn’t pay attention to this area(...) You come down here and the streets are ugly(...) I’d like to see more community things going on down here.” She also expressed disappointment at the newest additions to Everett Mall and said she had shifted her shopping online because the options are not there at the Mall.

Redevelopment Opportunities Recommended Actions:

- *Measure success in implementing Mayoral Directive 2018-02, Initiative 5: develop strategic plans for business growth and expansion for key corridors/districts, including Broadway/College District, Paine Field, Evergreen Way, the Everett Mall and Metro Everett.*
- *Move forward with the Metro Everett Plan Actions LU-11 and 12, which support redevelopment of underutilized spaces. Connect this vision to the Everett Mall commercial areas as well.*
- *Continue to implement community-focused planning for future transit nodes. Work with nonprofit leaders to involve underrepresented communities in conversations and planning.*

“We have nuisance properties on Broadway that shouldn’t be there at all. Let’s build something new there, that’s walkable and nice.”

-Delta Resident

City Permitting and Development

There was a variety of opinions about city permitting and planning. Many noted improvements from the past, including that you no longer had to “know the right person” to get things done. Others expressed that this still seems to be the case. As one business owner shared, “To get a building permit or get anything done in this town is really difficult. It makes it so business would rather go to Arlington or Marysville or smaller communities where they’re hungry for it. I know the program, and I know you have to know [the right person] to get a call in and get shit done. It works for the club, but it does not work when you are not in the club. (...) That’s the biggest complaint I hear: small businesses who want to do something here and it’s just unbearable to make it happen and get what they need.”

One business owner and development professional shared, “Permitting and planning staff are welcoming and nice, but there is a lot of code confusion. They even seem surprised about it. Developers submit the plans, but on second review, the staff say they realize, ‘now, technically you can’t do this.’ It’s more of a consistency thing. When people think about going in there, timing is very painful.” He noted that development timelines for small builders can be particularly challenging due to their financial constraints.

A Madison area resident in the midst of building an ADU also pointed out a lack of useful information on the City website. She said, “When I look at the City of Seattle’s website on ADUs, they are so clearly organized. They have pre-approved design standards to help people(...) I am flummoxed when I try to look on the Everett planning website, to easily find information I want. I just can’t. When I do find it, it’s in engineer or lawyer language.”

In order to support the city’s efforts to accommodate growth, drive economic prosperity and provide the necessary housing, it’s imperative for the planning department to be prepared to respond to these needs. Based on these conversations, it’s clear that both the development community and individual homeowners are seeking clarity and improved support.

“I am flummoxed when I try to look on the Everett planning website. When I do find [information I want], It’s engineer or lawyer language.”

-Madison area Resident

Permitting and Development Recommended Actions:

- ***Invest in planning and permitting staffing to improve service levels.***
- ***Assess communications to support redevelopment for homeowners seeking to develop their properties.***



Traffic Safety, Walkability, Bike-ability

Those with concerns about traffic safety seemed to be searching for a process or solutions. They felt it wasn't clear who to speak to within the City, and that answers might change over time as staffing changed. Those participants who identified specific solutions (i.e. a stop sign, roundabout, speed limits), usually admitted they were just searching for something that the City would agree to implement. They were not necessarily tied to a specific solution.

A resident of Lowell expressed concerns about the speed limit and intensity of usage of 3rd Street in their neighborhood. "When we bought our house, 3rd was not busy, now it's like 99. It's a major route for Snohomish and south Everett." She explained prior conversations and requests for a roundabout or other traffic calming interventions. "We were told no speed humps and no roundabouts. Which is a bummer."

One South Everett District 4 resident, and latino father shared: "They were supposed to approve the red light cameras for a few intersections that we have here. That went down the drain, under the excuse that it will impact low-income families and minorities. I don't agree." He shared that he felt these same families were most often the pedestrians navigating the streets, and supported more safety measures.

Another Port Gardner resident wished that red light cameras could improve the Pacific and Rucker intersection: "The driving is horrendous. There is no respect for traffic lights. Red light cameras would be awesome, I am totally for that. If people were aware they are being watched, it might make a difference."

A Riverside resident pointed to the need to bring a pedestrian perspective into transportation planning, and to seek to improve the core streets that will have enough more housing into the future: Evergreen and Broadway in particular. Following several recent accidents involving pedestrians, this resident and senior noted that "part of the reason why [the elderly cross the street mid-block], is that there are not enough crosswalks close to where they live and they don't have the strength to walk further."

Residents in various north Everett neighborhoods were appreciative of the general walkability of their community. "One of the great benefits of living in north Everett is that it's perfect for walking and biking(...). Those are the kind of communities people want to live in, that are walkable," said one resident of Riverside. Reflecting census data that shows that approximately 20% of resident in North Everett neighborhoods do not use a personal car to commute, many

"[In Westmont Holly], we have lots of families and people that live here. I have to really pay attention because when there are no sidewalks the kids are on bikes and scooters in the road."

-Westmont Holly Resident

interviewees shared that they used walking, biking or public transit as their primary mode of transportation.

In the Delta neighborhood, a resident and mother lives car-free and commonly walks throughout the north end of the City. She found that there are a lot of sidewalks missing. She noted the impact of this issue, "There are a lot of retirement homes around here, and I see people using electric wheelchairs, trying to cross busy areas, and people don't stop. That's hard around here." Other Delta residents agreed and pointed to the need for an ongoing assessment of ADA and pedestrian facilities.

A Twin Creeks resident noted the importance of walkability for aging communities. "I haven't seen a lot of effort around building walkable communities... We have folks that are still walking in their 80's and 90's," she said and noted that it's important for the city to create age-friendly walkable communities.

Another Delta resident felt frustration after seeing projects in the Northwest neighborhood that paired sewer or water improvements with pedestrian and ADA improvements, while a similar project along Baker Avenue resulted in a limited trenching project and no additional changes. "We love our neighborhood, we just feel neglected. I would like the city take a more aggressive approach to establishing safe biking routes." In South Everett, many residents agreed. "I feel like a lot of money is pushed towards north not south Everett. The interurban trail is amazing, but there are a ton of encampments and garbage."

A Delta resident described the challenge of bus connections. "Stuff that is 15 minutes by car can take an hour or more by bus. It makes it hard to get around the city. Sometimes it's just easier to get up to Marysville."

A Westmont Holly resident suggested that a revamp of Highway 99 similar to what the City of Shoreline completed in the last few years would be a way to improve the community. Several other residents were frequent bicyclists and supported improved bike connections in South Everett. Some of them opted to use the Interurban Trail to access Mill Creek as a better and safer alternative to Everett shopping.

Other bicyclists who used streets in the north end of the city noted that Hoyt was often not their preferred route. One Bayside resident noted that "there are quite a few hills on Hoyt," and though she didn't like the risk of cars pulling out of angled parking, she often chose to bike on Colby instead.

A resident of Westmont Holly noted the challenge of walkability: "Most of the area looks unincorporated, there are no sidewalks. We have lots of families and people that live here, but I have to

"One of the great benefits of living in north Everett is that it's perfect for walking and biking(...). Those are the kind of communities people want to live in."

-Riverside Resident

really pay attention because when there are no sidewalks the kids are on bikes and scooters in the road." Another resident noted the challenges at 100th and Holly, a wide intersection that allows cars to drive fast before they approach crosswalks. "We really need to have some attention to our infrastructure in southwest Everett," she shared.

Developing policies to allow for traffic calming and pedestrian safety requests to move through a process would provide clarity for these residents' concerns. Everett's continued improvements to bike and pedestrian infrastructure, such as the potential Fulton Street or Madison Avenue bike projects, are also important.

Traffic Safety, Walkability, Bike-ability Recommended Actions:

- ***Create a Traffic Calming Policy to provide a process for residents interested in reducing traffic speeds and improving safety.***
- ***Expand communications regarding street maintenance. Many residents were not aware of the process to submit requests for potholes or other needed street repairs.***
- ***Implement Housing Action Plan Action M.4, revise planning for pedestrian and cycling infrastructure to support development in targeted areas.***

Parks and Community Amenities

Residents in all north neighborhoods appreciated the new Grand Avenue Park bridge. In Delta and areas east of Broadway, there was also an interest for “our own fancy schmancy bridge” to access the riverfront park, as one Delta resident noted.

Several residents shared a desire for increased park investments, but noted the fiscal challenges of the pandemic and other budget impacts. A Downtown resident, senior and frequent volunteer shared her passion for parks and open space: “I don’t know if there was anything I could do to get them more money, but I would if I could. More money for parks!”

A Northwest resident expressed deep frustration with limited investments in parks: “I am struggling with the policy of no new nothing [in parks].”

A Beverly Park resident noted, “One of the things I would like to see the city do is to make sure they’re thinking beyond housing. We’re building housing, so people do have places to live, but what are they going to do now- where are the parks and activities?”

South Everett residents saw the need for neighborhood parks, and improvements to Walter E Hall and Kasch Park, notably more shade trees and bathrooms. One bike commuting Holly resident noted that he liked to bike to Kasch Park with his young daughter, but the lack of bathrooms limited the time of their visit. A resident of Westmont Holly noted that many neighbors do not visit Kasch Park because the access requires driving on a highway. There are trails that can connect to Kasch Park via the dog park, though they are not well marked or well known.

A Twin Creeks resident said, “My biggest complaint is the lack of green space.” He shared a desire for the City to focus on land acquisition to create more outdoor spaces for communities in south and east Everett, like the South Everett Forest Preserve.

“I really like that there is an openness not to just say we’ll stop things since we can’t afford them, but an openness of looking at other ways of giving the residents the things they really want.”

-View Ridge Resident

Of those who mentioned the new recreation programming partnerships the City has embarked upon, opinions were split. There was more support for VOA and reopening of the Carl Gipson Center, but much less for the YMCA/swim facilities partnership. Concerns focused on the availability and number of facilities in the City.

A View Ridge resident, senior: “I was happy to see that Carl Gipson Center was reopened, I think that the city doing more partnerships like that, partnering with VOA, or other community organizations like that is a great way to reopen those kinds of things.”

Another resident shared similar thoughts, “One of the things I really like is some of the city’s partnerships that are looking at how to do things differently(. . .). I really like that there is an openness not to just say we’ll stop things since we can’t afford them, but an openness of looking at other ways of giving the residents the things they really want.”

A Harborview resident said, “We should reopen the Forest Park swim center.” He continued, with some sarcasm, “We’ve run that pool for over 40 years; don’t we know how to run that pool yet?”

A North-end resident opined, “Everett is a city surrounded by water, all the way around it and there’s one pool to teach kids to swim. That’s a safety issue.”

These residents would be pleased to hear about new efforts to reopen the Forest Park swim center with a new partnership. Those who shared concerns did not appear invested in the logistics of who operated the facility, just the availability of it.

Parks & Community Amenities Recommended Actions:

- ***Implement the Parks, Recreation and Open Space Plan Action Plan: Implement Action A, related to Real Property Acquisition to create new green spaces. Implement Action B.5: Seek additional funding for parks maintenance and operations. Implement Action B.7 from the PROS Plan: Expand volunteer park clean-up opportunities including neighborhood or community “friends” groups, with support and guidance from parks staff. Implement Action D.1, complete development of master plans for trail development along significant corridors and seek to eliminate trail gaps.***



Finance and Budget


Interview participants generally shared an understanding of the financial challenges that Everett has faced. There did appear to be the possibility for support and understanding of the need for additional revenues for city services. Those who have been involved with the City in the past understood the structural deficit. Others with less information conflated the positive news about Washington State revenues with City revenues. Education and information about the City budget and finances are still needed in the community. Some felt frustrated with the rising cost of living and inflation and were hesitant to support any increased revenues for the City.

A Bayside resident described the dichotomy of state and city revenues that others shared, as well, "I understand the budget challenges, related to the number of stand alone departments, fire, transit, and the library. There is an issue of revenue versus budget. The state seems to be pretty flush, but there are more constraints on the tax revenue for cities." Others found the high revenues at the state level to be confusing when compared with the structural deficit at the city level. Future communications about city budget should take this misunderstanding into account.

Another Northwest resident felt that previous budget cutting decisions were destructive to the community. "To eliminate the leader of the Office of Neighborhoods has destroyed that program. It has created a complete disconnect between the neighbors and volunteers and the city."

A North-end resident, senior shared, "It seems like what I'm seeing is a direction towards trying to privatize things that are important to people. One of my friends insists that we need to do a levy, I don't know enough about the details of that. But sometimes you do have to invest in the future. We do need to invest in the future and make some sacrifices for the future. If that means people have to pay more for awhile, to get those going, I support that."

A business owner encouraged the City and Mayor to "say the hard things. I am willing to pay more taxes if it will help us get more housing. That makes some people mad, but I think the majority of Everett, we lean democratic and would support more social programs. I would love to have more hard, honest conversation- not just 'we got a grant.'" She shared that these types of announcements don't acknowledge the larger issue and scope of the challenges.



"We need to invest in the future and make some sacrifices for the future. If that means people have to pay more for awhile, to get those going, I support that."

-North-end resident

“In South Everett, my neighbors say ‘what about us? We pay taxes too, what are we getting in return?’”

-Westmont Holly resident

Unsurprisingly, some participants shared their skepticism about additional taxes. A Northwest resident shared, “I can tell you that my personal property taxes are like 40% higher than they were 5 years ago.” She shared an openness to understanding more about the City’s need for revenue, but was also frustrated at rising property taxes. Another south Everett resident also shared a similar frustration, seeing their property values rise, they assumed that city revenues would also rise similarly.

Casino Road area residents shared a wish to be more involved and have more understanding of the city budget. “I wish there were programs to involve the community with the budget. To allow the community and people like myself who are activists in the community to try to make improvements.” Another said, “When people say the Hispanic community doesn’t want to participate (...), we are here, we want to participate, we will continue to work with those organizations that give support to our community.”

Finance & Budget Recommended Actions:

- *Re-evaluate actions taken after Mayoral Directive 2018-01, Budget Deficit. After focusing primarily on budget reductions, consider other financially sustainable policies, including those recommended in the Fiscal Sustainability Advisory Committee Report.*
- *Expand communications regarding city finances and budget. Ensure grants are celebrated in context of budget constraints. Highlight the wish list of what could be possible.*

Casino Road Neighborhood

Residents of Casino Road shared many of the same concerns as other participants, with additional focus on rental housing challenges and gang violence issues.

Casino Road residents shared a strong sense of unity and support for the activists and nonprofit organizations who provide support to their neighborhood and families. They did not describe their area as having a small town community feel, but the sentiment was very similar to other neighborhoods. Some said, "I just want to say thank you to all the organizations, the beautiful work that they have done and continue to do."

A 22-year resident of Casino Road said, "We support each other. Especially the Hispanic community, we have banded together and done what is needed for us. I feel we are blessed with support from community leaders and community services that we have available for us."

Nonprofit leaders in the Casino Road area saw gaps in services to teenagers. They identified family support and programs for kids aged 12 and under, but an existing challenge in serving high school aged students.

Residents and service providers shared an appreciation for the efforts of the Police Department to reach out and connect with the community. One nonprofit leader said, "There have been great strides and efforts from the police reaching out to the communities and engaging with them. That's a bright side."

These efforts were important to tackle the uphill battle and sense that the police may not respond to calls or may not be able to do anything when they do respond. One leader identified setting better expectations. When the police are unable to successfully solve a mail theft or other incident, community expectations are that they

"We support each other. Especially the Hispanic community, we have banded together and done what is needed for us. I feel we are blessed with support."

-Casino Road resident

have done nothing. It creates further distrust, and makes families and youth less likely to call the police in the future.

Public safety was one of the major concerns for this community, including feeling safe walking on the street and in their own apartment complexes. "Most of the members of our community do not drive, so they go back home pushing their stroller on Casino Road, and they have to cross back and forth 10 times to avoid groups of people that they are afraid of, especially at night. They are encountering people experiencing homelessness, doing drugs, and doing other things that make them afraid," said one nonprofit leader.

Economic displacement and affordable housing were important issues for Casino Road residents. A nonprofit leader noted, "People are being forced out of their homes, communities where they have been here their whole lives. We have families here that we serve on a weekly basis, they are saying their rent is going up by \$300 or \$400 a month, and they cannot afford that anymore. Families are now living in their cars with children because they can't afford their rent. It wasn't like that before, they would see only small raises over the years. These owners are trying to get the families out."

Casino Road Neighborhood Recommended Actions:

- ***Assess the 2018-01 Mayoral Directive on youth, gun violence and gang reduction initiatives. Re-evaluate gang enforcement and suppression strategies enacted since 2018 and consider changes to existing resources.***
- ***Implement Housing Action Plan recommendation 4.1, Institute protections for tenants to reduce displacement, and 4.3, coordinate direct financial assistance to tenants and homeowners.***

Diversity and BIPOC Communities

Many interviewees acknowledged the value and importance of the city's diverse community, including BIPOC residents (Black, Indigenous and People of Color).

A Bayside resident noted: "Everett's diversity is one of its assets. I think the Mayor and senior leadership agree with that. I think more has to be done to make that connection [between North and South Everett], and more organizations are trying to do that. But it's still a challenge."

A downtown business owner agreed: "I think the City of Everett is, right now, a beacon of diversity; something that needs to be commended."

A Northwest resident added, "I am proud of our recent efforts towards DEI (Diversity, Equity and Inclusion)." Another Delta resident shared appreciation: "I have noticed that there is more of a focus on diversity in the city itself, I have really appreciated that focus."

A Delta resident noted, "In diversity, equity and inclusion work, I believe Cassie is really focused and it is evident in her work and the way she interacts and carries on with city business."

There was support for the City continuing to take the lead on DEI initiatives, as a convener of the community. A DEI professional noted, "Someone should take some kind of ownership of bringing folks together, and it makes sense for the city to potentially be that connector. Creating the cross functional team that works on community building, child development or the unhoused community, or a dozen other issues that we're dealing with."

Opinions were split on some of the current diversity initiatives undertaken by the City.

The City's Diversity Board did not appear to have high visibility amongst the BIPOC community. However, participants on the board generally appreciated the work. One Casino Road area resident shared, "I really appreciate the opportunity that our mayor is giving to our community to get involved with the Diversity Board." However, others were either not aware of its existence or were skeptical of its effectiveness.

A woman of color and leader in diversity issues expressed concerns that actions taken by the city might just be to check a box, take a photo, or issue a press release. She continued, "I do believe the City wants to do the right thing, they just don't know what to do."

At least one resident, a Sri Lankan immigrant and resident of Boulevard Bluffs, noted a concern with acts of discrimination appearing to happen more frequently. He shared, "people of color, I feel are treated in different ways for no reason. I see more and more people around, and they seem to be targeting people of color. For example, they show their middle finger when you just walk by on the street. I wonder, what's wrong with you? I didn't do anything. That happens more and more in this area."

A Westmont Holly resident shared, "I'm extra aware of when I'm in white spaces, when it's all white people here and I know that's not representative of my neighborhood in particular, which is the most racially diverse area in the city as a whole. These neighborhood associations we have are primarily older, retired white people. There is a big disconnect between them and multi-cultural young families." She encouraged the City to continue to find other ways to engage those communities and collect feedback.

"I think the City of Everett is, right now, a beacon of diversity; something that needs to be commended."

-Downtown Business Owner

A South Everett, LGBTQ+, young resident shared a desire to have LGBTQ+ and diversity issues supported and pushed more: "More activities during pride month would be really cool (...). To me it's pretty important to have representation."

A nonprofit leader noted the need to be inclusive in the definition of diversity, "One of the reminders is that it's everywhere we go, as we look at diversity, we really need to include disability in that."

It is clear that Everett's diverse community is eager to find representation, involvement and a true seat at the table. Several established organizations noted their challenges in receiving support or acknowledgement from the City. One woman of color operating a successful food and agricultural support organization said, "We haven't been invited" to be part of conversations in the City of Everett or with the County. She continued, "It's really hard to stay positive for the youth, letting them know you guys can do this, but they are like, 'it's not happening for you.'"

She shared a concern that other BIPOC leaders noted, of a desire to be at the table and be recognized with investment. "When we tell people we need a community kitchen, they just say be a part of our program. It's always white-labeling, and never a true partnership," she continued. She identified several instances where she felt her volunteer labor was welcome, but not her organization. She said that these roadblocks were endemic to Snohomish County and Everett, and not something she experienced as she seeks support from the State or King County.

Similarly, an early childhood education director in Everett described extensive support and access to funding from King County donors: "When we looked at how much money we get out of King County versus Snohomish County, it was very lopsided. And, the more support we get, the better we could be." His organization, serving approximately 65-70 children each year, was very interested in

expanding their facilities and serving more kids. However, he identified challenges in breaking through to the City: "Sometimes it seems like Everett is being ran by the fathers of old, and the old traditions are still being catered to, and the new is yet to be experienced and developed."

Other BIPOC organizations identified similar challenges. One woman of color explained, "you have to know where to go. It would be great to not force the organizations together but bring them under an umbrella to make them more visible and more connected to each other as well." She continued, "at meetings, you hear similar voices expressing similar opinions."

Another woman of color and Twin Creeks resident noted the importance of making sure the City has diversity programs for businesses of color, to make sure that BIPOC businesses are able to do business with the City and be part of the community.

BIPOC organizations that were interviewed expressed a desire to be recognized and supported, rather than to be co-opted, or to simply see similar new organizations created from scratch. There are valuable opportunities to support these existing organizations that are trusted and known, and to bring their voices to the table.

Diversity & BIPOC Communities Recommended Actions:

- *Incorporate One Everett and city values into the city website, documenting actions that the City has taken related to diversity, in particular. These updates can be targeted both for residents, businesses and visitors.*
- *Reinvigorate Mayoral directive 2020-02: Building unity, addressing racism and promoting equity for all.*
- *Identify ways to connect directly with existing BIPOC-led service providers, including some without established nonprofit identities, to amplify rather than duplicate their efforts.*

"These neighborhood associations we have are primarily older, retired white people. There is a big disconnect between them and multi-cultural young families."

²⁵-Westmont Holly resident

Public Safety: Police Services

Everett residents shared strong support for the public safety professionals in the city. Many cited support for the Police Department in particular, as they reflected upon the national conversation around policing.

A Beverly Park resident said, "Tell the Mayor I really like how she takes care of our city and appreciate it, especially the fire department, police and the ambulance, oh my god, I wish we had that kind of service in the Philippines." A Harborview resident agreed, "The city is safe, the police department is strong, they've been very very good about listening to the neighborhoods."

Business owners shared a lot of frustration with a perception of increasing crime. Some felt more preventive work was needed, stating, "Police come after the fact, I would like to see what we as a community could do to prevent the problem in the first place. The catalytic converter theft, the vandalism, the more serious crimes, too." An employee from a housing nonprofit said, "homelessness and crime has moved from north to Silver Lake, south areas of the city."

A Port Gardner resident expressed frustration with increasing graffiti in public spaces, wondering if the city was just "getting tired of repainting it all the time?" He felt that this graffiti takes away from the beauty of the city and buildings.

A South Everett resident expressed safety concerns with visible drug use along Highway 99. "It's heartbreaking to see that. It's really hard, it makes it pretty unsafe (...). It feels scary, even just going to the grocery store at night."

Casino Road area residents expressed hesitancy to call the police, due to fear about their immigration status, as well as a misconception about what the police will respond to (such as property crime or vandalism). As part of the Police/Matrix Study Roundtable, some said, "the police are not going to do anything." Residents in the

Casino Road area also expressed a deep concern about proliferation of gangs, a topic which was not raised by residents in any other neighborhoods. A 22-year Casino Road resident said, "My concern is how are we going to go about stopping crime. Theft, graffiti, Gangs. Especially gangs since they are now trying to recruit kids as young as 10 years old. It not safe, even if we watch over our children. They are trying to engage them in playgrounds, or near their homes. I don't know how to stop this from happening."

Gang recruitment also leads to threats, such as one described by one Casino Road nonprofit leader, "a woman's son was threatened because he wasn't joining a gang. That's widely everywhere, it's very common and it happens a lot in the school district."

Police Recommended Actions:

- *Re-assess Mayoral Directive 2018-01, youth, gun violence and gang reduction initiative, and consider a renewed focus on some elements to respond to south Everett concerns.*

"I really like that our police officers know our community."

-Port Gardner Resident

Public Safety: Fire Services

There was broad support for the quality of fire service provided by the Everett Fire Department. Many concerns were shared about longterm financing of the service, with general interest in regional options.

Residents clearly appreciated the community presence of the Fire Department, naming community events at parks and visits to neighborhood association meetings as important highlights. A Bayside resident said it “created “that feeling of small town USA which I love so much.”

A Bayside resident acknowledged the budgetary challenges of supporting a number of stand-alone departments, including fire services. She was not alone, another nonprofit leader commented, “I just think the days of maintaining our own have passed.” Others expressed concerns about the financial impact of operating a full service department independently. Another resident noted, “people will vote yes for the regional fire concept,” as he noted the large percentage of the city budget dedicated to fire and police.

Many residents appreciated the quality of service provided by Everett Fire. One Northwest resident said, “Fire and EMT protection here is really top notch.” A business owner agreed, describing an emergency response: “I appreciated the professionalism and courtesy of the fire department, and how patient they were.”

“The fire response time is great, I definitely think when it comes first responders I feel very safe in Everett. I think they’re doing their job and that’s awesome.”

-District 4 Resident

Fire Recommended Actions:

- Continue to assess establishment of a regional fire service option.

Climate Change and Environment

Several respondents noted the importance of action on the climate crisis. There was also interest in the City better reflecting shared values on the website and in other communications efforts.

Some residents noted the importance of saving existing trees. "Being a green city doesn't mean we planted 1000 trees; we're better off if we just saved 10," one Westmont resident noted.

In the Northwest neighborhood, another resident expressed disappointment that trees had not been replaced: "We have lost several of the maples in the median that have had to be removed. We understand they have a lifetime, we get that. But, they haven't been replaced(...). We used to get notifications from the city about street tree planting- they told us the parameters, 'you take care of the trees, but we'll plant them.' I hope they're still doing that, but I haven't heard anything about it."

Downtown business representatives also supported increased street trees, noting, "Street trees are tied to economic development, if you don't have shade, it's more hostile. I feel like [the Parks Department] was like, I don't know if we want to deal with more street trees," because of the impact of maintenance.

A Glacier View resident said, "We need to step up our climate response. We have an opportunity to sign onto the county's tree canopy platform and I hope that will happen. I'd like to see more things to combat climate change, such as solar panels on city roofs."

"I'd like to see more of an effort by the city to invest in renewables and have it be a part of their commitment to combat climate change," a Northwest resident noted.

A Bayside resident said that the climate crisis was one of her main concerns. She questioned "What is the city doing to bring in the language of the climate crisis into the development standards, so that it is incorporated into whatever they are doing?"

Other residents noted opportunities for green business recruitment, to expand a green energy sector in Everett.

A resident of Westmont/Holly applauded the city's efforts to date. "We have a tree canopy survey now, from the PROS plan, so the next step is to develop a tree policy. Hopefully that will sync up with our climate change initiatives. I feel like we are heading in the right direction now, I do see progress.

As the city works through the comprehensive plan update process, there is an opportunity to incorporate policies related to climate, including those developed as part of the Climate Action Plan. The City can also be responsive to these concerns as the PROS plan is implemented, including urban forest management.

Climate Change & Environment Recommended Actions:

- *Continue to implement the City's Climate Action Plan, including actions such as creating a management and reporting system for key climate action plan metrics. Empower the City climate/ sustainability coordinator to support plan monitoring and implementation.*
- *Implement the Parks, Recreation and Open Space Plan Action Plan: Implement Action F.1, develop a city-wide cross departmental Urban Forest Management Plan, as well as F.2, set a city-wide tree canopy goal, and F.3, update the tree policy to reflect best practices.*

Communications

All participants were asked the methods they used to stay up to date on things happening in the City. The City website and email lists ranked as the most effective and common methods of outreach. The Herald was commonly cited amongst older demographics. Participants in their 20's through 40's generally did not subscribe to the newspaper and instead read only limited articles, accessing Herald coverage via headlines and social media posts (Instagram was cited most commonly).

Several residents expressed a desire to have a better understanding of City Council agenda items, including one Madison resident: "It would be nice to have a couple of little bullet points, more of a little summary. Why would I be interested in that? What does that mean?"

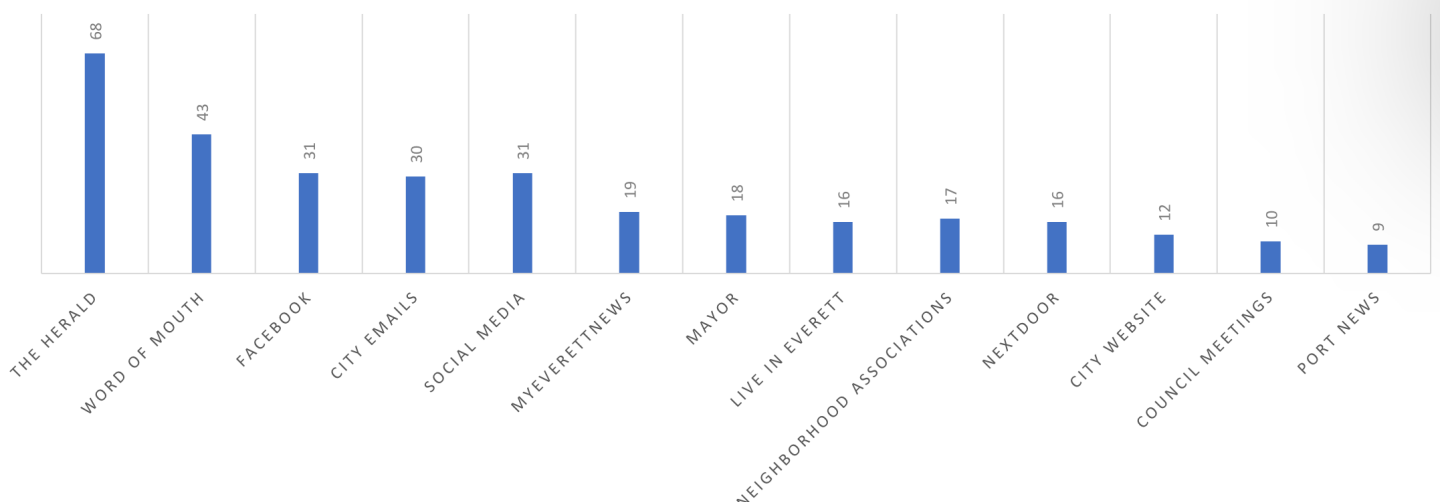
A Riverfront/Lowell area resident noted that they felt encouraged when they were able to speak with the Mayor about projects. "We asked Cassie questions about the riverfront development- we all want to know what's going on down there since it's right by us. We felt more optimistic after we talked to her because it seemed like it had been going so slow."

Generally residents who did not use social media noted a concern that they did not see the Mayor enough in the community. They acknowledged the challenge of the pandemic and limited social activities, but still felt there was a need for a higher profile from the Mayor. 15% of participants did note that they followed the Mayor's communications, either Facebook, (less commonly) Twitter, or email newsletters. Those that did felt satisfied with the communication and level of interaction.

Communications Recommended Actions:

- *Continue to focus on Facebook and Herald as primary news sources for the community, in addition to keeping the city website up to date and using city email lists. Create a "connect with us" portal to make the email sign-ups more obvious and accessible on the site.*
- *If budget allows, consider developing a mailed newsletter to more broadly reach residents.*
- *Expand communications regarding city finances and budget. Ensure grants are celebrated in context of budget constraints. Highlight the wish list of what could be possible.*
- *Expand communications regarding street maintenance. Many residents were not aware of the process to submit requests for potholes or other needed street repairs.*
- *Incorporate One Everett and city values into the city website, documenting actions that the City has taken related to diversity, in particular. These updates can be targeted both for residents, businesses and visitors.*

HOW DO YOU STAY UP TO DATE WITH THE CITY?



Participants were asked how they stayed up to date with what was happening in the City. They generally responded with two to three methods.



Closing

As the Mayor's Office and the City of Everett move forward, they can harness the passion of their residents and businesses on the issues facing the community. A spirit of potential united many participants' comments, and a sense that the city and its business and residents have what it takes to face the challenges ahead.